

It's no

**SECRET**

...CIA hires the handicapped

Garry -

Here is a draft of the memo describing the OIT employee response to the proposed New Compensation System.

I have attached some talking points for you to use in your meeting. These include some key judgments to specific findings.

Also attached is a listing showing the survey results on each feature.

I'll continue to add material as it comes in. I'll crank in any revisions you may have.



CSG = 14  
MG = 15  
DC = 16  
OG = 22  
OG = 23

OFFICE OF INFORMATION TECHNOLOGY

STAT

DD/OIT Ext. Office Size:

Externally Assigned:

A. All Employee Survey: YES

B. Feedback: Non-Mandatory

C. Intra-Office Communication Process: Individual Survey Forms

D. Observations and Perceptions. Specifically focused on:

1. Demographics: YES

2. Best Feature(s) of System: YES

3. Worst Feature(s) of System: YES

4. Major Omissions: NO

5. Elements Requiring Greater Explanation: NO

6. Degree of Acceptance: YES

7. Anomalies: NO

E. For specifics on the overall survey results for each feature, see attached listing.

STAT OVERALL OFFICE RESPONSE  
(NUMBER OF RESPONDENTS: )

COMPENSATION FEATURES:  
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	NO ENTRY %	DISAGREE STRONGLY %	DISAGREE SOMEWHAT %	NO OPINION %	AGREE SOMEWHAT %	AGREE STRONGLY %
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OCCU. DEF. BANDS	0.0	1.4	7.1	6.4	58.6	26.4
INCENTIVE PAY	0.0	3.6	5.0	5.0	54.3	32.1
PERFORMANCE PLAN	0.0	4.3	13.6	13.6	48.6	20.0
PERFOR. EVALU.	0.7	5.7	12.1	12.1	52.9	13.6
OCCUP. HANDBK	0.0	1.4	6.4	17.1	50.0	25.0
IND. CAR. DEV	0.7	1.4	7.1	16.4	55.0	19.3
OCCUP. SPEC. TRNG	0.7	4.3	8.6	13.6	43.6	29.3
IMP. TRNG. AVAIL.	0.7	2.9	12.1	21.4	33.6	29.3
DUAL TRACK	0.7	0.7	6.4	15.0	41.4	35.7
PROMOTION	1.4	2.9	9.3	17.1	52.1	17.1
FLEX. BENE.PROG.	0.0	0.7	5.7	10.7	43.6	39.3
LEAVE CONVERSION	0.0	0.0	0.7	7.1	47.9	44.3
EDU. ASSIS. DEP.	0.0	0.7	0.7	16.4	47.1	35.0
STAFF. MGT. TOOLS	0.0	0.0	6.4	35.0	39.3	19.3
SYSTEM CONTROLS	0.7	1.4	6.4	41.4	40.0	10.0
PROJECTION TOOLS	0.0	1.4	5.0	32.1	49.3	12.1

STAT OVERALL OFFICE RESPONSE  
(NUMBER OF RESPONDENTS: )

PREFERRED FEATURES:  
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	%
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OCCUPATIONALLY DEFINED BANDS:	52.1 (2)
INCENTIVE PAY:	64.3 (1)
PERFORMANCE PLAN:	32.1 (6)
PERFORMANCE EVALUATION:	24.3
OCCUPATIONAL CAREER HANDBOOK:	15.7
INDIVIDUAL CAREER DEVELOPMENT PLAN:	13.6
OCCUPATION-SPECIFIC TRAINING:	13.6
IMPROVED AVAILABILITY OF TRAINING:	8.6
DUAL TRACK - MANAGEMENT AND EXPERT:	34.3 (3)
CONSISTENT PROMOTION:	17.1
FLEXIBLE BENEFITS PROGRAM:	34.3 (3)
LEAVE CONVERSION:	32.9 (5)
EDUCATIONAL ASSISTANCE FOR DEPENDENTS:	9.3
STAFFING MANAGEMENT TOOLS:	15.7
SYSTEM CONTROLS:	2.9
PROJECTION TOOLS:	6.4

5.7 PERCENT DID NOT WANT ANY OF THE FEATURES IMPLEMENTED

OIT Comments on Human Resource Modernization Proposals

Key Judgments:

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- The proposed changes failed to interest the vast majority of OIT employees. Despite the heavy informational campaign waged by the Task Force, the provision of [ ] forms to OIT employees, and frequent reminders by OIT management, less than 15 percent bothered to complete the surveys.
  - Given the apathetic response, we conclude that most OIT employees don't care whether the present system is retained or a new system is implemented. Another possibility is that many believe the decision has already been made and their input will have no impact.
  - Given the enormous energy normally required to bring about radical change, we believe that--from the perspective of OIT employees--implementing the whole range of features may not be worth the effort. Adopting only those 4-5 features which are most desired may be a more prudent strategy.
  - Of those OIT employees responding to the survey, the response was generally positive. About 85 percent thought the new system was preferable to the present system.
  - Of those responding to the survey, two features stood out as the most favored: Incentive Pay and Occupationally Defined Bands.
  - There were few suggestions for modification of the proposals. One recommended the Agency adopt a procedure for health insurance premiums that has begun to appear in the private sector. Instead of deducting premiums from the employee's salary, the Agency should pay the insurance company directly. The employee's gross pay would drop by this amount, bringing a small reduction in tax liability. (Under current regulations, medical insurance can be deducted only if total medical costs exceed a certain percentage of gross salary; this level is reached only when the family experiences unusually high medical costs.)
  - Overall, the evaluation process was poorly handled by the Task Force. Although considerable effort was expended in providing information to Agency employees on the specifics of the proposals, it is apparent that very little thought went into how the proposals should be evaluated. What guidance was received was late and contradictory. As a result, individual components were left to devise their own evaluation procedures.
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Specific Findings of OIT Survey

The approach taken in our survey was to state the Task Force's description of the expected impact of each feature and to enable the employee to state whether he or she agreed. One question asked whether the employee had sufficient information about the proposals. In addition, the survey asked whether the employee believed the proposed system was a good idea in general and should be implemented. Finally, we asked the employees to identify up to five features he or she preferred. The following results describe our findings:

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- 85% of all respondents ☐ agreed that the proposed system is better than the existing system and most provisions should be adopted.
- 76% of all respondents felt they had sufficient information to make an informed decision about the new system.
- There was very little negative response to any of the 16 features. The greatest concerns seemed to be over the administrative aspects and training. For example, some 18% disagreed with the notion of the revised Performance Plan as well as the proposed Performance Evaluation system. About 15% disagreed that there would be an Improved Availability of Training.
- The two features most often chosen as one of the five most preferred were Incentive Pay (64%) and Occupationally Defined Bands (52%).
- Those selected next included Dual Track (34%) and Flexible Benefits (34%). Almost as popular were Leave Conversion (33%) and Performance Plan (32%). This latter feature was the only one showing any indication of a split in opinion (See the comment above).
- Surprisingly, Educational Assistance was not popular (9.3%)
- Demographically, the majority of responses came from men (59%). Female respondents amounted to 34% and the remaining 6% did not fill out the demographic portion of the survey.
- In general, women tended to be somewhat more positive on the individual features than men. The one exception was Educational Assistance for Dependents. Male respondents agreed more frequently (85%) than women (77%). But, as noted above, this feature ranked very low on the preferred listing.